

## Concepts of Consultancy No 7

### Generalists & Specialists

The expertise of a specialist begins from a specific action, discipline, skill or need and broadens out back into the organisation.

The skill of a generalist is to understand the overall needs of the organisation and therefore apply the appropriate level of expertise, generalist or specialist.

A specialist has a perspective which is grounded in the needs of the discipline. A generalist has a perspective which is orientated around the organisation.

The skill of the specialist to understand the needs of the organisation  
The skill of the generalist is to combine the solutions of the specialists

The relative value of each is ultimately driven by the following factors:

- The uniqueness of the organisation, its offering and requirements
- The balance of the organisation, whether it is weighted towards particular specialisations to add value
- The incumbent skill levels
- The incumbent ability to self analyse

